

Outline Sept '71

Overview History of Personnel Administration

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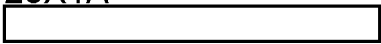
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Supergrade Administration: 1962 Increase, p. 215; Role of D/Pers in, p. 218; [] Management of Supergrade Personnel 31 August 1962, p. 218; Supergrade Review Board Abolished, p. 218; Requirements Incorporated into PPB Cycle, p. 219.

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Surplus Personnel: See Separation of Surplus Personnel.

Surveys, IG: 1954 Survey of Career Program, p. 101; 1955 Ten Ways of Improving Personnel Management, p. 139; 1959-1960 Bombshell Against Career Boards, p. 184; Career Council Comments, p. 82; DDS Comments, p. 108; Three Critical Personnel Management Problems Resulting from Dropping Hard Core Concept, p. 106; 1964 Pre-survey Activity, p. 240; 1967 CT Survey, p. 246.

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[REDACTED] Describes Personnel Career Board (S.R. 54), p. 125; Comments on Drive to Bring T/OS and Ceiling Together (S.R. 64), p. 138; Staff Officer on Supergrade Administration, p. 214. Also See Statements for Oral History S.R. 66 on Classification and the I.G.'s Ten Ways of Improving Pers/Admin; S.R. 87 Stewart's Attempts at Gross Rather Than Action by Action Controls; S.R. 123 Supergrade Staffing and S.R. 124 Reconciling Supergrade Positions and Ceiling.

Tables of Organization (See Also Staffing Complement):
Guesstimates in 1952, pp. 35-36; [] in December 1950,
p. 42; Establishment and Control of Positions by, p.
137; Complaints Against, p. 138; Changes to Staffing
Complement, Flexible T/O, p. 156; Planning Paper, p.
220; Dichotomy Between T/O and Ceiling, p. 232.

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Ten Ways of Improving Personnel Management in CIA:
pp. 139-141.

Training Director: Naming of, p. 57; Assignment of Career
Corps to,

Testing and Evaluation Program: p. 29.

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[] Bio, p. 151; Appointed Deputy
Director of Personnel, DD/Pers, August 1955, p. 152;
Views Personnel Tasks, p. 153; Improved Staff Work for
Career Council (S.R. 43), p. 86; Also See S.R. 75 .
Improving D/Pers Staff Support of Career Council; S.R.
77 Difference of Opinion in OP on Proper Role.

Wattles, Robert S.: Early Assignment, p. 6; Placement Activity (S.R. 9), p. 11; Detailed to Assist New DTR, Matt Baird (S.R. 20), p. 48; Fourteen Categories of Personnel (S.R. 29), p. 54; Chairman, Professional Selection Panel, 1952, p. 97; Returns to Personnel, p. 207; Deputy director of Personnel, p. 252; Advance Planning (S.R. 127), p. 227; Appointed Director of Personnel, p. 255; ADP Study, p. 255; Bio, p. 255.

White, Lawrence K.: Bio, p. 150; Comments on I.G. 1960 Survey, pp. 108 and 185; Named A/DDA January 1952, p. 122; Approved T/O's, p. 137; Named to New Post of DDS Which Included Personnel, p. 149; Paper on Philosophy of Career Service, p. 185; Responds to 1962 Task Force p. 217; Manpower Controls, p. 237.

(Also see Excerpts from Oral History at S.R. 30, "Reasons for Establishing AD/Pers Job, Proper Role of the D/Pers;" S.R. 63 Top Mge Dissatisfactions with Personnel in Early Fifties; S.R. 67 Inaction of AD/Pers and the Personnel Office on the Career Program; S.R. 70 Personnel Taken Out From Under DDA, 1954; S.R. 71 Establishment of the DDS, Personnel Placed Under in 1955; S.R. 73 Reasons for Selecting [] a Finance Officer, as DD/Pers in 1955; S.R. 74 1955 Promotion Fiasco in Personne; S.R. 76 Personnel Staffing Ratios; S.R. 81 Various Moves to Combine Personnel and Training; S.R. 112 Views on the 701 Exercise; S.R. 114 Views on Career Council, Why It Disappeared; S.R. 115 Present Use of Deputies Meetings for D/Pers Guidance; S.R. 125 Development of Support Officer Cadre; S.R. 129 Manpower Control Difficulties.)

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Workload Statistics: See Personnel Office

OUTLINE NOTES

25X1A

Organizational Memory in Current Decisions

(Senior Seminar at ☐. Session, Time 1930
Hours, 22 September 1971)

Introductory:

Objectives of Overview History
(How did we get in the mess we are in?)

Oral History Feature.

Propositions culled from.

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Proposition 1: For God's sake communicate, particularly down the line.

If I knew then, what I know now. (Learning in 1971 in the interview what I should have been doing from '65-70 as Chief of OP Plans Staff)

Not just a top management failing.

Middle level just as guilty. In a word, us.

Proposition 2: The Environment of Organization is constantly changing and yet it is a continuum shaping the present and the future.

Illustrate by Echols' comments on prevalent attitude toward administration and management down the years.

TAPE EXCERPT

Second illustration by Strength Curve Chart with remarks on, "Agency formed very haphazardly in the 50's. We have been stuck with it ever since. Changed environment of the 60's. Difficulties of high potential young professionals in getting through the large middle layer inherited from the 50's."

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Proposition 3: The use of organizational memory in current decision making process saves much rethinking of policy since so many administrative issues are cyclical.

Separation of Surplus Personnel; The Rise and Fall of the 701 Program. Planned in '59 by Gordon Stewart, implemented in '61-62 in a slow, agonizing process, interred in '64 by General Carter with the words, "Never again."

TAPE EXCERPT (Echols' views on 701)

Proposition 4: O.M. can contribute to innovation by stimulating the thought process.

Review of original reasons for policies may indicate they no longer apply and change is required. Particularly applicable to "sacred cows."

Example: Competitive Promotion, badly needed when introduced in 1956, bolstered by all kinds of stratagems such as Personal Rank Assignment, Development Complement; may have watered down grade structure by grade promotions not supported by job and responsibility promotions; obsolete in 1971 maybe. If so, what would take its place.

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Concluding Remarks:

Measure effects of personalities on organization particularly personalities who may no longer be here.

Close the gaps left by official budget-justifying annual reports before you leave office.

Tell it like it was.

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Outline and Index, Overview History of Pers/Admin

FROM:

25X1A

EXTENSION

NO.

DATE

20 October 1971

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. 25X1A

26 OCT 1971

a. Outline and Index of the four chronological chapters for your retention if desired.

2.

27 Oct

b. The original typescript with Appendix A, Source References and Appendix B. Index were given to [] on 13 Sept for an informal look-see and editing.

3.

Carol

4.

5.

c. Chapter V, the final chapter on benefits and services overview is under development. It will be added to the Index later, time permitting. (Outline attached)

6.

7.

8.

9.

10.

d. Appendix C, Chronology of Selected Documents of Pers/Admin is also planned in connection with an orderly retirement of the historical documents to the records center, time permitting.

11.

12.

e. The Fitness Report monograph has been retyped and awaits the 27 Source References which Jack asked be broken out. This represents a problem as the source material has been scattered.

13.

14.

15.

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Please retain this in our history file.
JJK

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